



DEPARTMENT OF THE ARMY
PACIFIC OCEAN DIVISION, CORPS OF ENGINEERS
FORT SHAFTER, HAWAII 96858-5440

REPLY TO
ATTENTION OF

CEPOD-SO (25-1)

23 SEP 2004

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Pacific Ocean Division Regional Safety Management Action Plan, FY 2005-2006

1. The Pacific Ocean Division Regional Safety Management Action Plan (SMAP) for FY 2005-2006 executes guidance provided in the USACE Safety Management Action Plan. POD's plan is tailored where necessary to better integrate with the requirements of working overseas and in foreign lands.

2. POD's Safety Program continues to be one of the best in the Corps of Engineers - the result of region-wide work by the entire Division. However, given the diverse and wide-ranging responsibilities of the Corps of Engineers our excellent safety record can fall quickly if we are not diligent. Each of us must look for ways to protect the public; keep employees and partners safe; and reduce risk in all aspects of our lives. Every employee in the region should read this plan and embrace its tenets:

a. Command Leadership.

(1) Be accountable for safety.

(2) Include safety and health in speeches, site visits and informal comments to increase safety awareness.

(3) Be alert for weaknesses in safety training and performance; train weak areas up to standard.

(4) Participate in accident prevention programs with special emphasis on high hazard activities.

(5) Conduct region-wide safety and occupational health inspections of USACE facilities.

(6) Celebrate safety successes.

(7) Include safety performance objectives in all performance standards.

b. Civilian Employee Accident Prevention and Loss Control.

(1) Reduce Civilian Lost Time Accidents.

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- (2) Be aware of past accidents and seek opportunities for improvement.
- (3) Assure corrective actions are implemented.
- (4) Integrate safety risk management into our missions/work.
- (5) Improve the work environment through the Ergonomics Program.
- (6) Reduce Lost Work Days.
- (7) Keep section Activity Hazard Analysis updated and all employees briefed.

c. Project Management (Focus on Design and Construction).

- (1) Include a Safety and Occupational Health Plan in each Project Management Plan (PMP).
- (2) Reduce contractor accidents resulting in lost workdays.
- (3) Provide oversight to sustain the efforts of the Contractor Safety Program.

d. Public Recreation Safety. Increase public safety region-wide.

3. We must ensure that a safe environment is provided for military and civilian employees, contractor employees and for members of the public using our facilities. Therefore, Safety and Safety Program management in the POD region is everyone's responsibility.

4. District Commanders will implement the enclosed Pacific Ocean Division Regional Safety Management Action Plan immediately. SMAP is not new - to a large extent we are executing our current safety program in accordance with previous SMAP guidance. I urge you to work together for well-coordinated, regional execution of the attached plan. Please provide progress reports semi-annually on 15 Jan 05, 15 July 05, 15 Jan 06, and 15 Jul 06. Mr. Bruce Barrett (HFS) is available to advise you regarding the plan.

Safety is everybody's business. Never let your guard down. Take care of yourselves and each other!



ROBERT L. DAVIS
Brigadier General, U. S. Army
Commanding

DISTRIBUTION (POD list 01-1):
B

PACIFIC OCEAN DIVISION
REGIONAL
SAFETY MANAGEMENT ACTION PLAN
FY 2005-2006

The Pacific Ocean Division Regional Safety Management Action Plan (SMAP) for FY 2005-2006 executes guidance provided in the USACE Safety Management Action Plan. Each of us must look for ways to protect the public; keep employees and partners' safe; and reduce risk in all aspects of our lives -- especially in the workplace. Safety and Safety Program management in the POD region is everyone's responsibility. POD will give special attention to the following tenets to ensure total support of the Chief of Engineers' emphasis on safety:

Command Leadership

1. Be accountable for safety.

a. Commanders will establish safety and health performance objectives in PMPs and clearly state the safety-related roles and responsibilities of quality assurance representatives, project engineers, contracting officer representatives, and resident engineers. Emphasize accountability and responsibility for safety and occupational health at all organization levels. Collateral investigations will be accomplished as required by AR385-40, paragraph 1-8.

b. Personnel annual performance evaluations for all (OER, EER, and TAPES) shall contain at least one measurable safety objective. TAPES support forms and performance evaluations require meaningful specific safety statements to measure safety goals/achievements. Every employee must receive at least four hours of safety training each FY and be documented ("All Hands Safety Meetings" count toward this objective).

c. Utilize ISO processes and the Quality Management System to capture and share all safety-related matters. Use risk management guidelines to ensure risk acceptance is at the appropriate level.

d. Ensure adequate funding, staffing and training funds are provided for safety offices to accomplish the extra requirements of this SMAP. The reductions required by the SECDEF guidance will require additional support to meet such levels of reduction.

2. Include safety and health in speeches, site visits and informal comments to increase safety awareness.

a. Safety and health will be included in Commander, leader, and employee speeches and informal comments during Town Hall meetings, conferences, field visits, staff meetings, SLC, RMB, and whenever relevant to the group being addressed.

b. POD regional public affairs and safety professionals will co-develop safety and SMAP talking points and issue them by 15 Nov 04.

c. Holiday Safety Messages/awareness, newsletters, safety bulletins, etc., will contain elements of the talking points.

3. Be alert for weaknesses in safety training and performance; train weak areas up to standard.

a. Increase employee proficiency and probability for success by focusing appropriate safety training on specific areas of need.

b. Review and identify required/needed safety and occupational health training with special emphasis on areas that correlate to accident experience.

c. Determine if weakness in safe practices are being successfully communicated to employees and workers. Use verbal communication in addition to written communication techniques as appropriate.

d. Reference and feedback sources include training guidance (EM 385-1-1); APP/AHA/SOHO reviews; Safety Day discussions; safety conferences, etc.

4. Participate in accident prevention programs with special emphasis on high hazard activities.

a. Commanders will conduct a risk assessment of all command activities (civilian and contractor). Include a review of lessons learned for high-risk activities and all recordable accidents. Locations or supervisors experiencing such will develop the lessons learned and forward it to the district safety office and HFS for distribution.

b. High hazard activities include, but are not limited to - drowning prevention, fall protection, confined space entry, control of hazardous energy, hoisting and heavy equipment safety, motor vehicle and vessel operation, and marine-related activities.

c. Supervisors and team leaders will ensure AHA or Job Hazard Analysis (JHA) is used verbally and frequently at toolbox meetings. Preparatory meetings shall address aspects of the AHA verbally on high hazard area and preventive techniques to be taken. Ensure safety and health personnel participate in these meetings, as appropriate. Wellness Programs (AR 600-63) should be used when possible and will be briefed/supported by human resources staff.

d. District Safety and Occupational Health Office representatives will attend preconstruction meetings, safety mutual understanding meetings, contractor partnering meetings and other activities dealing with safety or occupational health decisions. Resident engineer/area engineer offices will invite safety offices with advance notice for such meetings.

e. Commanders and leaders will review safety areas of concern and achievement relative to operations under their control.

f. Commanders will be briefed on actions taken to reduce accidents or improve the safety program, and kept apprised of problems and overall safety program achievements. Some accidents require DE briefings to the CG and to the Chief of Engineers on BOI's, USACE letter guidance is in place on such accident briefing requirements.

5. Conduct region-wide safety and occupational health inspections of USACE facilities.

a. Inspect USACE operating projects and facilities for compliance with safety and occupational health requirements at least once during each FY.

b. Perform safety and occupational health quality management evaluations each year to ensure safety and health programs and procedures are established and implemented at all organizational levels.

c. Sources/Techniques: Annual in-house inspections; SOHO evaluations; HTW/MSDS and hazardous communications.

6. Celebrate safety successes.

- a. Safety incentive/promotional items shall be used in commands. Award programs will be implemented and utilized command-wide. Recipients will receive command-wide recognition.
- b. Use POD Regional SMAP execution and accomplishments as basis for recognition. Focus attention on team and organizational achievement under the SMAP. Coordinate/share information on awards programs and activities throughout the region.
- c. Methods/techniques. On-the-Spot Cash Awards, plaques, Time-off Awards, group awards, etc. may be used to positively reinforce personnel safety efforts. Involve public affairs personnel in publicizing safety and health successes throughout the command and community to increase awareness of safety issues associated with Corps activities.
- d. Internal and external media should include periodic articles on safety success, achievements or awareness on specific topic areas to increase awareness and promote the regional SMAP. Share safety and health successes at staff meetings, Town Hall meetings, etc.

Civilian Employee Accident Prevention and Loss Control

1. Reduce Civilian Lost Time Accidents.

- a. Establish and sustain a program to meet or exceed the Presidentially-directed reduction of civilian employee lost time accidents.
- b. Commanders and leaders will establish accountability for meeting reduction goals.
- c. Benchmarks: OWCP annual rate reduction for FY05 is 5%.
- d. Utilize formula published in USACE SMAP, page 2.

2. Be aware of past accidents and seek opportunities for improvement.

- a. Districts will analyze six-year accident history for trends and local risks.

- b. Complete a proactive risk analysis.
- c. Research lessons learned, generate and share lessons learned.

3. Assure corrective actions are implemented.

- a. Elements having recordable accidents shall develop and publish Regional procedures for accident avoidance, investigation, corrective action implementation, and lessons learned distribution and forward to the HFSO.
- b. Review Contractor Employee Lost Time Rate Chart each month.
- c. Use EM 385-1-1, Appendix A to maintain oversight of APP acceptance and final contractor safety ratings.
- d. Use OSHA Top 10-citations/measurement as a tool. Use OSHA website and State-OSHA as resources.
- e. Commanders should visit Lost Time accident scenes.

4. Integrate safety risk management into our missions/work.

- a. Employ Army Risk Management process into work requirements.
- b. Utilize Activity Hazard Analysis (AHA) for each government office, developed by each office. A copy of the AHA will be provided to the safety office. When accidents occur AHA will be revised to cover aspects for future prevention.
- c. Perform Position Hazard Analysis (PHA) where appropriate to help prevent accidents.
- d. Incorporate safety risk management into PMPs.
- e. All newly assigned personnel shall receive comprehensive safety and occupational health briefing and AHA awareness prior to starting work.

5. Improve the work environment through the Ergonomics Program.

- a. Revitalize Ergonomics Programs and committees region wide. Include ergonomic surveys during field office assistance visits.
- b. Provide funding/resources for proper ergonomic chairs, workstations and lighting.

6. Reduce Lost Work Days.

- a. Commanders establish a program to meet/exceed SECDEF Lost Work Day Rate Targets for civilians and contractor employees.
- b. Utilize formulae published in USACE SMAP, pages 3-4.
- c. Incorporate Baseline and Target Rates from monthly command charts.
- d. Ensure the Light Duty Program is employed with attending physicians and local workers' compensation is fully engaged by each supervisor for employee visits on initial treatment; accompany employee to treatment when ever possible. Military treatment facilities/hospitals will be used for all on the job government injury treatments whenever possible.

Project Management (Focus on Design and Construction)

1. Include a Safety and Occupational Health Plan in each PMP.

- a. Commanders shall execute safety requirements of PMBP.
- b. Command Assistance Visits will include review of hazard reduction/elimination, health principles and procedures, etc.
- c. Integrate system safety engineering and management into PMBP..
- d. Execute the Safety and Occupational Health Plan using P2.

2. Reduce contractor accidents resulting in lost workdays.

- a. Commanders shall establish a program to meet/exceed USACE Contractor Lost Workday Accident targets.

b. Use district compiled six-year contractor/government mishap and accident experience to determine areas for improvement.

c. ENG 3394s to HQF within 30 days. BOIs and ENG 3394 reports shall be sent to HQF within 30 days of appointment, unless the appointing authority grants an extension. Use of the ISO accident process is required.

3. Sustain the efforts of the Contractor Safety Program.

a. Focus on contractor lost workdays and fatal injuries.

b. Ensure adequate contractor QC procedures for safety are in place.

c. Ensure adequate, government-conducted construction QA safety inspections are noted in daily reports.

d. Comply with FAR Clause 52.236.3 and/or the Unified Facility Guide specifications 01525 as required in contracts.

e. Stress the importance of and Employ Accident Prevention Plans and Activity Hazard Analyses acceptance before contractor work starts and discuss AHA's at preparatory inspections.

Public Recreation Safety.

Increase public safety region-wide.

a. Commanders shall analyze their public fatality experience for improvement opportunities.

b. Utilize fatality reduction formula in USACE SMAP, page 5. USACE target is 5% annual reduction by end of FY06.

c. Review and assess recreational visitor accident experience.

d. Support water safety; attend the Water Safety Congress with representation from recreation areas having safety responsibility for reduction in public accidents.